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**EFFECT OF EMPLOYEE EMPOWERMENT ON JOB PERFORMANCE AT WORLD RELIEF
RWANDA**

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ABSTRACT

This study investigates the Effect of Employee Empowerment on Job Performance at World Relief Rwanda, focusing on decision-making authority, access to resources and information, and training & development opportunities. Using a quantitative approach, data were gathered from 132 employees through surveys and analyzed using descriptive statistics, correlation, and regression analysis. Findings reveal that decision-making autonomy (coefficient = 0.338), access to resources and information (0.329), and training and development (0.330) are all positively correlated with job performance. Although there is some variation in perceived resource availability, each factor plays a significant role. The study emphasizes the importance of a holistic empowerment strategy that integrates these elements to enhance performance. Recommendations include increasing employee decision-making power, ensuring equal resource and information access, aligning training and development with job roles and goals, and adopting a comprehensive empowerment approach. Overall, the research confirms that effective employee empowerment significantly boosts job performance, and addressing current gaps can lead to improved organizational outcomes.

Keywords: Employee Empowerment, Job Performance, Decision-Making Authority, Human Resource Management, Organizational Effectiveness.

1. INTRODUCTION

In today's fast-paced and competitive business environment, employee empowerment has become increasingly critical to organizational success. By granting employees the autonomy and support to make decisions and take responsibility, organizations can enhance productivity and efficiency. This approach not only motivates employees but also enables them to contribute meaningfully to the achievement of organizational objectives (Sengupta, 2024).

Historically, decisions such as changes in corporate culture, decision-making styles, management development programs, the introduction of work teams, and remote work have been seen as top-down initiatives. While these represent foundational empowerment strategies, their direct impact on job performance remains ambiguous, creating a need for further research (Vu, 2020).

Mary et al. (2021) provided one of the most comprehensive, long-term empirical studies, demonstrating the growth and positive impact of empowerment practices. Empowerment is seen as a strategic response to global competition, enabling front-line employees to take initiative by equipping them with authority, resources, and problem-solving freedom. Ashenafi (2020) noted that empowerment is also used to reduce employee dissatisfaction, absenteeism, turnover, poor-quality work, and sabotage.

In a study of six major global crises, Hamza et al. (2022) found that non-monetary motivation strategies including empowerment were widely used. Similarly, Utomo et al. (2021) reported that many organizations prefer empowerment during business downturns. Ismail et al. (2019) discovered a significant positive relationship between employee engagement and job performance. Salahat (2021) defined employee empowerment as granting employees control over resources and responsibilities in pursuit of organizational goals. In line with this, Purnomo et al. (2020) emphasized the role of shared decision-making in enhancing organizational performance.

Job performance is widely recognized as a key organizational concern. Wu et al. (2019) defined it as the output or behaviors of employees that align with organizational standards and project objectives. Empowerment significantly enhances job performance

by decentralizing authority and enabling faster, more flexible decisions. However, while top-down decisions may hinder responsiveness, unstructured decentralization can lead to inconsistency and lack of unified purpose. Therefore, empowerment must be carefully implemented to balance autonomy and alignment with organizational goals.

Organizations must also cultivate positive workplace behaviors such as teamwork, customer service, quality adherence, and proactive problem-solving to improve job performance. Empowerment is one of the most effective methods for encouraging creative problem-solving and employee initiative. For empowerment to succeed, effective communication channels are essential. This requires management to increase interaction with employees and allow for meaningful feedback (Adnan et al., 2021).

Employees are widely recognized as an organization's most valuable asset. As a result, companies invest substantial effort in attracting, retaining, and developing talented and committed employees. One emerging strategy for achieving these goals is employee empowerment, which has become a significant trend across industries due to its impact on employee behavior and organizational effectiveness (Francis & Alagas, 2020). Empowerment involves granting employees the authority, responsibility, and resources needed to make decisions and solve problems independently. This decentralization enables employees at all organizational levels to share control and accountability. (Selvi et al. 2020).

1.1. Statement of the problem

Employee empowerment is increasingly recognized as a critical driver of organizational success. By granting employees the authority to make decisions, access to essential resources, and opportunities for professional development, organizations can foster higher levels of engagement, motivation, and productivity (Ngqeza & Dhanpat, 2021).

World Relief Rwanda (WRR), a faith-based organization committed to addressing global crises in collaboration with the church, relies heavily on employee performance and commitment to fulfill its mission. Despite various empowerment initiatives, WRR continues to face challenges. Employees have

reported limited involvement in decision-making, inadequate access to resources, and insufficient training. Additionally, recognition and reward mechanisms appear inconsistent, which may negatively affect morale, engagement, and retention (World Relief Employee Engagement Summary Report, 2020).

The impact of these issues on job performance is uncertain. While some employees thrive under current practices, others face barriers that hinder their potential. These discrepancies point to the need for a deeper examination of empowerment practices at WRR, identifying implementation gaps and their influence on key performance indicators such as productivity, job satisfaction, work quality, efficiency, and retention. Although existing literature supports a strong link between employee empowerment and job performance across various contexts, there is limited empirical research on this relationship within Rwandan non-profit organizations (Alshemmari, 2023).

Addressing this issue is vital for WRR to enhance operational efficiency and achieve sustainable outcomes. By investigating the relationship between empowerment and performance, this study seeks to offer actionable insights for WRR's leadership. It will explore key management practices, determine factors contributing to effective empowerment, and evaluate their effect on job satisfaction and performance outcomes (Albloush et al., 2022). Ultimately, the study aims to support WRR in implementing targeted interventions that foster empowerment, enhance employee performance, and cultivate a more engaged, motivated, and effective workforce. This will strengthen WRR's organizational capacity to serve vulnerable communities more effectively.

1.2. General objective

The general objective of this study is to examine the effect of employee empowerment on job performance at World Relief Rwanda as the case study.

1.3. Specific objectives

- i. To analyze the effect of employee decision-making on job performance at World Relief Rwanda.
- ii. To assess the effect of access to resources and information on job performance at World Relief Rwanda.
- iii. To evaluate the effect of training and development on job performance at World Relief Rwanda.

2. LITERATURE REVIEW

This section critically reviews current literature concerning the effect of employee empowerment on job performance, with a specific focus on the World Relief Rwanda context. The review will pinpoint the weaknesses, gaps, immediate relevance, and contributions in the literature, while also highlighting theoretical structures relevant to the topic. By evaluating pertinent variables, methods, and objectives, goals, this section aims to offer a thorough comprehension of the link between employee empowerment and job performance. Additionally, a conceptual framework will be developed to reflect the relationship among key concepts.

2.1. Conceptual Review

This section outlines and clarifies the key terms related to the topic.

2.1.1. Employee Empowerment

Hulshof et al (2020) defined employee empowerment as enabling and encouraging employees to take the initiative and make decisions that help shape the direction of their work, either individually or as part of a team. Yin et al (2019) saw employee empowerment as giving employees the tools, knowledge, and authority to use their skills and capabilities to make decisions on their own in their organizations. Turner and Turner (2020) defined it as a strategy that encourages and allows employees to have control over their work and impact decisions within the company resulting in increased autonomy, job satisfaction, and improved performance.

2.1.2. Job Performance

Employee performance is a critical factor in determining organizational success. It reflects the behaviours and actions demonstrated by employees in their roles, often influenced by managerial practices. Job performance can be understood as an individual's ability to meet work-related objectives, fulfill expectations, adhere to standards, and contribute to organizational goals. It encompasses both quantitative and qualitative aspects of productivity. (Hassan, M., Azmat, U., Sarwar, S., Adil, I. H., & Gillani, S. H. M. 2020).

2.2.Theoretical Review

Theoretical frameworks provide a lens through which researchers can understand the complex relationships among variables. This study was guided by the following theories.

2.2.1. Theory X and Theory Y

This theory, developed by Douglas McGregor in 1964, contrasts two leadership styles that influence employee empowerment. Theory X assumes a controlled environment where managers make decisions, and employees follow instructions. In this setting, empowerment is limited, as initiative, independent thinking, and decision-making are restricted. This control-oriented approach can hinder creativity, reduce motivation, and lower job satisfaction. In contrast, Theory Y promotes a supportive, participatory environment where employees are trusted and encouraged to take initiative. Empowerment is central in this approach, as employees are given autonomy, responsibility, and the opportunity to participate in decision-making. Managers act as facilitators, helping employees grow professionally. Thus, Theory Y aligns with employee empowerment by emphasizing trust, autonomy, and participatory management, leading to higher motivation and job satisfaction. On the other hand, Theory X, with its focus on control, typically undermines empowerment and negatively affects employee motivation and satisfaction.

2.3.Empirical Review

Several studies explored the effect of employee empowerment on job performance in different organizational contexts. Andika and Darmanto (2020) examined the impact of employee empowerment and intrinsic motivation on employee performance and organizational commitment. The study argues that when employees have a sense of autonomy in the workplace and are intrinsically motivated, this leads to increased organizational commitment and improved performance. The study concludes that empowering employees through trusting relationships and providing incentives that reward intrinsic motivation can enhance organizational commitment and ultimately performance.

Baird et al (2020) examined how employee empowerment affects the quality of performance appraisals

and performance. Through a review of prior research, it is found that employee empowerment is associated with better performance appraisals and higher performance. Implementing an empowered approach to management can help organizations create high-quality performance appraisals, which can in turn foster higher levels of performance among employees.

According to the study conducted by Awamleh, (2013), the study revealed that empowerment is a very significant tool in promoting individual performance thus improving overall organizational performance. It reflected wide attention among both researchers and practitioners of management. A great deal of literature on empowerment has been found. Major findings and conclusions of this study are that empowerment plays significant role in employee's satisfaction thus promoting their performance in organizations. Employee's participation in decision making, delegation of power, access to information and resources and job enrichment are common forms and tools of empowerments.

According to Yin, Y., Wang, Y., & Lu, Y. (2019), first, empowerment practices such as job autonomy through boundaries and team accountability encourage employees to explore novel learning opportunities, through exploiting and deepening existing knowledge stocks in the process of task implementation. Empowerment practices, such as information sharing, help employees understand how their performance contributes to overall firm performance and provide flexibility and adaptability for employees to work together in exploring new opportunities and neutralizing unforeseen threats in the environment. In addition, information sharing can create an organizational culture of trust between employees and their employer, which in turn can promote employees' loyalty to the organization and reduce their mobility. These employees will be valuable and rare in the competitive labor market. Second, research provides micro-level explanations for the mechanism between empowerment practices and organizational performance. Having been built on the conceptualization of performance as the function of motivation, ability, and opportunity, a significant body of literature suggests the positive effects of empowerment practices on organizational performance. Specifically, empowerment practices foster employees' sense of meaning in their work, to enhance their motivation. In turn, this improves work performance. Employees in firms

with a high degree of empowerment practices work in autonomous and interrelated team environments. This facilitates the transfer of knowledge and creative use of shared knowledge by employees. Moreover, empowerment practices provide opportunities to turn motivation into action and the application of knowledge and skills. This enhances organisational performance. For example, information sharing and job autonomy through boundaries enable employees to choose strategies to manage their work. In addition, empowerment practices give employees more opportunities. This is due to the fact that working within autonomous, self-managed teams enhances employees' understanding of work processes and facilitates swift coordination for error correction and adaptive changes. This perspective enriches existing research by providing a micro-level view of how empowerment practices influence organizational performance. Moreover, we contend that the mechanisms of motivation, information sharing and opportunity inherent in empowerment practices logically align with improved organizational outcomes. Such practices contribute to lower employee turnover by preserving valuable human capital, ultimately leading to enhanced firm performance.

Employment relationships often involve a level of specialization in human capital. If this were not the case, simple market-based contracts would suffice for exchanges between employers and employees. However, when employees possess unique skills or knowledge, losing them incurs significant transaction costs due to recruitment and training needs. To mitigate this, employers must align with organizational goals. Empowerment practices by fostering autonomy, ownership and responsibility encourage employees to commit to both personal and organizational success. This reduces turnover and promotes behaviors that benefit the employer. Consequently, empowerment practices can lower transaction costs, boost employee motivation and retention, and ultimately enhance organizational performance. Sylvia Nabila et al. (2021) suggested that empowered employees are very responsible, make an extra work effort and are more creative in their jobs, which together tends to enhance their performance at work.

Finally, the researchers propose that empowerment practices may contribute to organizational performance by positively mediating the relationship between human asset specificity and organisational performance. Human asset specificity or specialized investment in human capital has a great potential to serve as a sustainable competitive advantage; this is because such human resources are likely to bring greater value to the firm than non-specialized assets, and they are also rare and difficult to imitate by competitors.

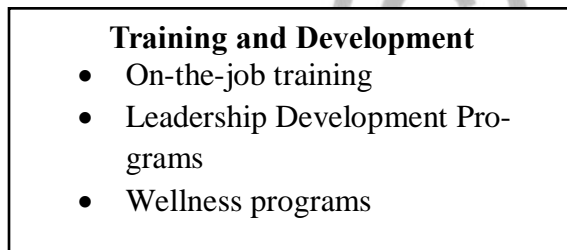
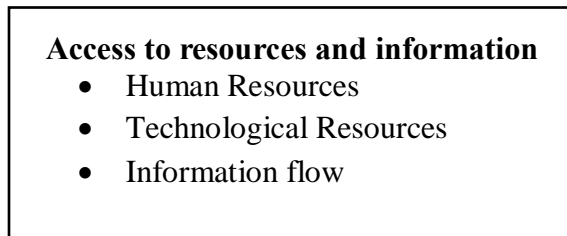
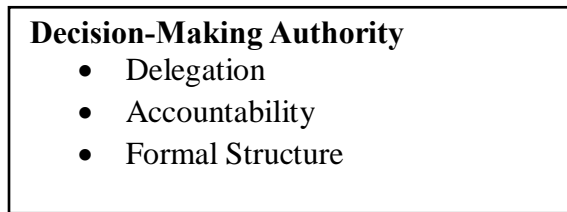
The empirical review demonstrates that employee empowerment significantly influences job performance across diverse organizational contexts. Empowerment practices such as autonomy, information sharing, decision-making participation, and job enrichment foster intrinsic motivation, trust, and loyalty, which collectively enhance organizational commitment and performance. Moreover, empowerment contributes to knowledge transfer, adaptability, and alignment of employee and employer interests, reducing turnover and transaction costs. By leveraging human asset specificity and fostering a culture of empowerment, organizations gain a sustainable competitive advantage. Therefore, empowering employees is a vital strategy for improving individual and organizational performance.

2.4. Conceptual Framework

A conceptual framework for the research topic "Effect of Employee Empowerment on Job Performance at World Relief Rwanda" illustrates how the independent variable (Employee Empowerment) influences the dependent variable (Job Performance). The independent variable "Employee Empowerment" includes several sub variables: decision-making authority, access to resources and information, training and development opportunities, and recognition and rewards. These sub variables are believed to influence various aspects of the dependent variable "Job Performance" which is measured by productivity, job satisfaction, quality of work, efficiency, and employee retention. The framework shows that strengthening employee empowerment in these specific areas should lead to improved job performance metrics, highlighting the connection and potential causality between these variables.

Employee Empowerment:

Independent Variable (IV)



Job Performance at World Relief Rwanda:

Dependent Variable (DV)

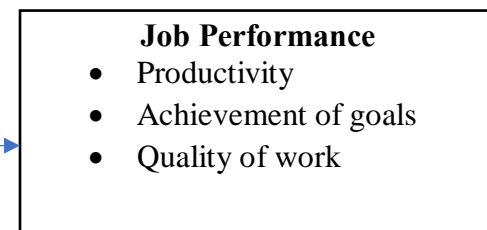


Figure 1. Conceptual Framework.

3. METHODOLOGY

This study adopted a mixed-methods approach, combining both quantitative and qualitative research techniques. Primary data was collected through structured questionnaires administered to a selected sample of employees across various departments and organizational levels within World Relief Rwanda. Additionally, semi-structured interviews were conducted with key informants, including team leaders and department heads, to gain in-depth insights into empowerment strategies and their perceived effects. Secondary data was gathered through a review of internal organizational documents, reports, and relevant academic literature on this study.

3.1. Research Design

According to Saunders and Miller (2019), the research design outlines how the research was conducted and set the boundaries for the study. For this research, the design was descriptive and correlational, as it aimed to explore the effect of employee empowerment on job performance at World Relief Rwanda (WRR). The descriptive approach provided a detailed understanding of the current empowerment practices at WRR, while the correlational design examined the relationship between employee empowerment and job performance outcomes such as productivity, achievement of goals, and work quality. This design is ideal for studying existing practices and their impact in a real-world setting, without manipulating the

variables. The study will offer insights into how empowerment influences performance and suggest strategies for enhancing employee engagement at WRR.

3.2. Study Population

The study population consists of all employees of World Relief Rwanda including managers and non-managers. The company employs 200 people in various departments such as Administration and Finance, Office of the Country Director, Partnership Engagement, Programs Impact and Quality, Grants Management and Field Offices.

3.3. Sample Size

Before identifying the respondents to this research, it is necessary to indicate how the sample size was determined. To determine the sample size, the following mathematical formula designed by William G. Cochran is used; where, n is the sample size; N is size of the population and e is marginal error or level of confidence.

General scientific formula: $n = \frac{N \cdot no}{N + (no - 1)}$;

$N = 200$ is the total population size

$n_o = 384$ is the sample size for an infinite population

And then the sample size is:

$$n = \frac{200 \times 384}{200 + (384 - 1)};$$

$n = \frac{76800}{583} = 131.7$ Then the sample is 132 respondents.

3.4. Data Collection Instruments

For this study, a combination of qualitative and quantitative. Data were collected through structured questionnaires, interviews, observation and document analysis. Questionnaires were used for quantitative data, while interviews and document analysis provided qualitative insights.

3.5. Validity

The validity of the research instruments, specifically the questionnaires and interview guides, was ensured through a systematic process with multiple validation strategies:

Development Based on Literature and Expert Consultation: Instruments were designed after reviewing relevant literature and consulting experts in coffee production and socio-economic impacts, ensuring relevance and comprehensiveness.

Expert Panel Review: Experts in coffee farming, socio-economic research, and survey design evaluated the instruments to ensure clarity, appropriateness, and unbiased questions.

Alignment with Conceptual Framework: The instruments aligned with the study's conceptual framework, capturing key constructs critical to the research goals.

Correlation with Established Measures: Criterion-related validity was assessed by comparing results with established external measures, confirming the accuracy of the instrument.

Construct Validity: Correlational analysis with established measures of the same constructs provided evidence of construct validity.

3.6. Reliability

To ensure reliability, the same questionnaire was administered to the same sample at two different points in time. The correlation between the responses was calculated to assess the instrument's stability.

For qualitative data from interviews and focus groups, independent coding was done, and Cohen's Kappa coefficient was used to assess inter-rater reliability, ensuring consistency in data interpretation.

Instruments were also pilot-tested on a small sample similar to the study population but not included in the main study. Feedback from the pilot test helped refine the instruments.

Data were collected through multiple methods (questionnaires, interviews, focus groups, and observations) and from various sources, including smallholder coffee farmers, coffee cooperative leaders, and washing station owners.

3.7. Data Analysis

The study used primary data gathered through surveys and interviews to better understand the effect of

employee empowerment on job performance at World Relief Rwanda. The following data analysis techniques were utilized: The survey responses will be analyzed statistically. Mean, median, mode and standard deviation were descriptive statistics that summarized the data's central tendencies and variability. Inferential statistics, such as t-tests and ANOVA, were used to assess the significance of differences between groups. Additionally, multiple regression analysis will be used to identify links between employee empowerment and job performance using an econometric model where X stands for the independent variables (Employee Empowerment components) as shown below: The general form of a multiple linear regression model is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Statistical Tests

T-tests have been used to compare means between two groups (e.g., comparing job performance between employees with high vs. low levels of empowerment).

ANOVA (Analysis of Variance) have been used to compare means across more than two groups (e.g., assessing the impact of different types of empowerment practices on employee performance).

4. Results and Discussion

This chapter presents the findings of a study aimed at assessing the effect of employee empowerment on job performance at World Relief Rwanda. The study focused on three key aspects of employee empowerment: decision-making authority, access to resources and information, training and development, and their influence on employees' performance within the organization. Effective employee empowerment is crucial for enhancing job performance, boosting employee motivation, increasing productivity, and fostering job satisfaction. A total of 200 employees at World Relief Rwanda participated in the study, providing a 100% response rate. Descriptive statistics were used to analyze their feedback, with an emphasis on frequencies and percentages to summarize the

data. Additionally, Z-score analysis was applied to test the significance of the findings. The study aimed to offer insights into how employee empowerment practices can enhance job performance at World Relief Rwanda and contributed to the overall effectiveness and success of the organization in fulfilling its mission.

4.1 Findings

4.1.1. Descriptive Analysis of Employee Empowerment and Job Performance

This section presents an analysis of the research objective by exploring respondents' perceptions regarding the influence of employee empowerment on job performance at World Relief Rwanda. Descriptive statistics were used to summarize and interpret the data in a clear and meaningful way. A five-point Likert scale was applied to measure respondents' attitudes, where 5 represents *Strongly Agree*, 4 represents *Agree*, 3 denotes *Neutral*, 2 represents *Disagree*, and 1 stands for *Strongly Disagree*. This approach provided a structured interpretation of participants' views on how decision-making authority, access to resources and information, and training and development impact their performance. The analysis showed that employees generally perceive empowerment as having a positive effect on job outcomes. Notably, accountability associated with decision-making had the highest mean ($M = 4.09$), indicating strong agreement on its motivational impact. Access to accurate data ($M = 3.78$) and on-the-job training ($M = 3.94$) were also highly rated, reflecting their role in enhancing productivity and efficiency. However, variations were noted in areas such as supervisor support and training alignment, suggesting uneven experiences across departments. The summarized descriptive statistics are presented in Tables 1 to 4, detailing the respondents' perspectives across key empowerment dimensions.

Table 1: Respondent View on influence of employee decision-making on job performance at WRR.

Statements	N	Mean	Std. Deviation
I have clear decision-making authority, which positively impacts my job performance.	132	3.75	1.258
The delegation of tasks by my supervisor allows me to work more efficiently.	132	3.71	1.266

Being trusted to make decisions in my role improves the quality of my work.	132	3.75	1.140
The accountability associated with decision-making motivates me to perform better.	132	4.09	1.102
I receive the necessary support from my supervisor when decisions are delegated to me.	132	3.65	1.158
My job satisfaction improves when I am empowered to make decisions related to my work.	132	3.71	1.104
Having a say in decisions related to my tasks enhances my productivity.	132	3.68	1.145
Clear communication of delegation responsibilities positively influences my job performance.	132	3.86	1.155
Valid N (listwise)	132		

Source: Field data 2025

Table 1 summarizes respondents' views on the influence of employee empowerment on job performance at World Relief Rwanda. The findings indicated a generally positive perception, with clear decision-making authority (Mean = 3.75) and trust in decision-making (Mean = 3.75) linked to improved performance. Accountability received the highest mean (4.09), highlighting it as a strong motivator. Delegation of tasks (Mean = 3.71) and clear communication of responsibilities (Mean = 3.86) were also noted as contributing to efficiency and job satisfaction. How-

ever, some variation was observed in supervisor support during delegated decision-making (Mean = 3.65), suggesting inconsistencies that may weaken empowerment efforts. Involvement in task-related decisions (Mean = 3.68) further reinforced the importance of participatory management. Overall, the results suggested that empowerment when combined with consistent support, communication, and accountability enhances motivation, productivity, and satisfaction. The study emphasized fostering a culture where employees are trusted, supported, and empowered to drive improved organizational outcomes.

Table 2: Respondent View on the impact of access to resources and information on job performance at WRR.

Statements	N	Mean	Std. Deviation
I have access to the technology and tools necessary to perform my job efficiently.	132	3.70	1.251
The organization provides updated technological resources that enhance my job performance.	132	3.71	1.233
I can easily access the information I need to make informed decisions in my role.	132	3.65	1.298
The availability of accurate data supports my ability to deliver quality work.	132	3.78	1.219
My job performance is positively impacted by timely access to critical work-related information.	132	3.62	1.117
The organization provides training on how to effectively use available technological tools.	132	3.47	1.159
Access to digital resources has improved my productivity and work efficiency.	132	3.60	1.172
Clear systems are in place for sharing important information across teams and departments.	132	3.55	1.167
Valid N (listwise)	132		

Source: Field data 2025

Table 2 presents the respondents' views on the impact of access to resources on job performance at World Relief Rwanda. The table includes several statements, with corresponding means ranging from 3.47 to 3.78, and standard deviations between 1.117 and 1.298. These values suggested that respondents generally agree that access to resources such as technology, tools, data, and information positively impacts their job performance, although their agreement is not overwhelmingly strong. The highest mean score of 3.78 is associated with the availability of accurate data, indicating that respondents place significant value on data accuracy for delivering quality work. However, the lowest mean of 3.47 is linked to the

statement about receiving training on how to effectively use technological tools, suggesting that while training is available, it may not be sufficiently comprehensive. Additionally, the statement regarding clear systems for sharing information across teams received a mean of 3.55, indicating that respondents perceive some gaps in communication and information-sharing systems. Overall, the results implied that while access to resources and information positively impacts job performance, there are areas, particularly in training and communication, where improvements could enhance employees' overall effectiveness.

Table 3: Respondent's View on role of training and development on job performance at WRR

Statements	N	Mean	Std. Deviation
The on-the-job training I receive enhances my job performance.	132	3.94	1.179
Wellness programs offered by the organization positively impact my job performance.	132	3.90	1.251
I am encouraged to attend training and development programs to improve my skills.	132	3.89	1.278
Leadership development programs at World Relief Rwanda help me improve my leadership skills.	132	3.87	1.292
On-the-job training has helped me acquire new skills that enhance my productivity.	132	3.83	1.364
I feel that the training I receive is aligned with the goals and needs of my role.	132	3.78	1.481
The organization offers relevant leadership development opportunities.	132	3.76	1.564
I have access to wellness programs that help me manage work-related stress and maintain my well-being.	132	3.75	1.438
Valid N (listwise)	132		

Source: Field data 2025

Table 3 presents respondents' views on the role of training and development in job performance at World Relief Rwanda. The data showed that employees generally perceive the training and development programs positively, with mean scores ranging from 3.75 to 3.94. The highest mean of 3.94 reflects strong agreement that on-the-job training enhances job performance, and wellness programs were also viewed positively with a mean of 3.90, indicating they contribute to well-being and effectiveness. Other statements, such as being encouraged to attend training (mean 3.89) and the effectiveness of leadership development programs (mean 3.87), suggest employees feel

supported in their growth. However, some variability were observed, particularly with leadership development opportunities, where the standard deviation of 1.564 showed significant differences in perception. The lowest mean, 3.75, relates to access to wellness programs, suggesting there may be gaps in availability or perceived impact. The relatively high standard deviations across most statements indicated that while many employees agree with the positive impact of training, there are differing opinions and experiences. These findings on the entire study suggested that while training and development are generally viewed as positively influencing job performance, there are areas for improvement.

Table 4: Effect of Employee Empowerment on Job Performance at World Relief Rwanda

Statements	N	Mean	Std. Deviation
Access to the right resources and information has improved the quality of my work.	132	3.90	1.251
I consistently achieve my work goals due to the empowerment provided in my role.	132	3.84	1.441
My overall job productivity has increased due to the empowerment and resources I receive.	132	3.83	1.364
The quality of my work has improved as a result of being empowered to make decisions.	132	3.78	1.481
The empowerment initiatives in my organization have positively impacted my performance.	132	3.75	1.438
Employee empowerment has a positive impact on my overall job performance.	132	3.75	1.258
The training and development programs have enhanced my job performance and ability to meet targets.	132	3.75	1.140
Having more decision-making authority has led to higher productivity in my role.	132	3.71	1.266
Valid N (listwise)	132		

Source: Field data 2025

Table 4 summarizes respondents' views on the effect of employee empowerment on job performance at World Relief Rwanda. Overall, empowerment including access to resources and information, decision-making authority, and training and development was viewed positively, with mean scores ranging from 3.71 to 3.90. The highest mean (3.90) reflects strong agreement that access to the right resources and information improves work quality, while 3.84 suggests empowerment helps employees meet work goals. Empowerment also enhances productivity (mean = 3.83) and work quality (mean = 3.78). However,

some variability is evident, particularly in perceptions of decision-making authority, where lower means and higher standard deviations indicate mixed experiences. The lowest mean (3.71) shows less consensus on productivity gains from decision-making authority. These findings suggest that although empowerment generally improves job performance, its impact varies across roles. Tailoring initiatives to address individual and departmental needs could enhance their effectiveness and ensure more consistent benefits across the organization.

4.1.2 Inferential Analysis

This section presents the inferential analysis of the relationship between employee empowerment and job performance at World Relief Rwanda. Regression analysis was used to determine the impact of employee empowerment on job performance outcomes such as productivity and efficiency.

The analysis aimed to identify whether empowerment significantly influences job performance. The results, summarized in the following tables, include key statistics like model fit, correlation coefficients, and significance levels, providing insights into how employee empowerment serves as a predictor for job performance within the organization.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.893 ^a	.797	.796	.123
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Source: Field data 2025

Table 5 summarizes the regression analysis on the effect of employee empowerment on job performance at World Relief Rwanda. The correlation coefficient (R) of 0.893 indicated a strong positive relationship, while the R Square (0.797) revealed that 79.7% of the variation in job performance is explained by empowerment factors. The Adjusted R Square (0.796) confirmed the model's reliability, and the low Standard Error of 0.123

suggested accurate predictions. These results showed that employee empowerment through decision-making authority, access to resources and information, and training and development significantly influence job performance. The findings reinforced the value of empowerment initiatives and highlight their importance in enhancing productivity and organizational success.

Table 6: Coefficients results

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.266	.135		9.386	.000
	Employee decision-making authority	.612	.120	.699	5.080	.000
	Access to resources and information	.714	.122	.820	5.851	.000
	Training and development	.566	.146	.585	3.861	.000

a. Dependent Variable: JOB PERFORMANCE

Source: Field data 2025

Table 6 presents the regression coefficients analyzing factors influencing job performance at World Relief Rwanda. The constant value of 1.266 is significant, representing baseline job performance. Access to resources and information has the strongest impact, with a coefficient of 0.714 and a Beta of 0.820, indicating a substantial positive effect. Decision-making authority follows with a coefficient of 0.612 and Beta of 0.699, showing it also significantly enhances performance. Training and development contribute positively as well, with a coefficient of 0.566 and Beta of 0.585. All three predictors are statistically significant ($p < 0.05$), confirming their reliable influence on job performance. These findings suggested that improving resource access and information, empowering employees with decision-making authority, and strengthening training and development programs are key strategies to boost performance at World Relief Rwanda.

Table 7: Correlation Analysis

		Employee decision-making authority	Access to resources and information	Training and development
Employee decision-making authority.	Pearson Correlation	1	.957**	.959**
	Sig. (2-tailed)		.000	.000
	N	132	132	132
Access to resources and information	Pearson Correlation	.957**	1	.968**
	Sig. (2-tailed)	.000		.000
	N	132	132	132

Training and develop- ment	Pearson Correlation Sig. (2-tailed) N	.959** .000 132	.968** .000 132	1 132
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data 2025

Table 7 presents the Pearson Correlation Analysis results, highlighting strong positive relationships among employee decision-making authority, access to resources and information, and training and development. Employee decision-making authority correlates strongly with access to resources ($r = 0.957$) and with training and development ($r = 0.959$). Similarly, access to resources and information showed a strong correlation with training and development ($r = 0.968$). All correlations are statistically significant ($p = 0.000$), indicating these associations are highly reliable and not due to chance. The results suggested that improvements in one area such as increasing decision-making authority are likely to be associated with better access to resources and information and more robust training opportunities. These interconnected factors can reinforce one another and collectively contribute to enhancing job performance at World Relief Rwanda.

5. Conclusion and Recommendations

This chapter presents a summary of the research findings, draws conclusions based on the analysis, and offers recommendations aimed at improving employee empowerment and job performance at World Relief Rwanda. The research primarily explored the effects of key empowerment dimensions, including decision-making authority, access to resources and information, and training and development opportunities, on job performance within the organization.

5.1. Conclusions

Based on the analysis of the data and the discussion above, the following conclusions are drawn: Employees who perceive themselves as having autonomy in decision-making tend to have higher job performance. Increasing decision-making authority among employees will likely improve overall performance. Access to necessary resources and information is crucial for effective job performance. Although the majority of employees reported adequate access, there is room for improvement, especially in ensuring equitable access across the organization. Training and development programs play a key role in enhancing job

performance. While employees generally feel they benefit from training, more targeted and relevant programs would better align with their current roles and future career aspirations. The positive correlations between decision-making authority, access to resources, and training and development suggest that these factors should be addressed holistically to maximize their impact on job performance.

5.2. Recommendations

Based on the findings and conclusions of this study, the following recommendations are made for improving employee empowerment and job performance at World Relief Rwanda:

1. We recommend that Management should further decentralize decision-making processes, empowering employees to make decisions independently. This can be achieved by increasing delegation and reducing the need for supervisory approval, which will enhance employees' sense of responsibility and job satisfaction.
2. We recommend the Senior Management to ensure that all employees have the tools and information they need to excel in their roles, the organization should improve internal communication systems, provide up-to-date resources, and invest in technology that enables easier access to necessary information.
3. The training programs should be revised to better align with employees' job responsibilities and long-term career goals. Offering more relevant leadership and skill development programs will help employees develop professionally, leading to improved job performance.
4. Given the interconnectedness of decision-making authority, access to resources, and training and development, a comprehensive empowerment strategy should be adopted that addresses all three factors simultaneously. This approach will ensure that employees are fully equipped to succeed in their roles.

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